

## CHECKLIST TO DESIGNATE AREAS OF EVALUATION FOR REQUESTS FOR PROPOSAL (RFP)

MDOT PROJECT MANAGER			JOB NUMBER (JN)	CONTROL SECTION (CS)
DESCRIPTION IF NO JN/CS				
<b>MDOT PROJECT MANAGER:</b> Check all items to be included in RFP.  WHITE = REQUIRED GRAY SHADING = OPTIONAL  Check the appropriate Tier in the box below			<b>CONSULTANT:</b> Provide only checked items below in proposal.	
<b>TIER I</b> <b>(\$25,000-\$99,999)</b>	<b>TIER II</b> <b>(\$100,000-\$250,000)</b>	<b>TIER III</b> <b>(&gt;\$250,000)</b>		
			Understanding of Service	
			<i>Innovations</i>	
			<i>Safety Program</i>	
N/A			Organization Chart	
			Qualifications of Team	
			Past Performance	
Not required as part of official RFP	Not required as part of official RFP		Quality Assurance/Quality Control	
			Location. The percentage of work performed in Michigan will be used on all contracts unless the contract is for on-site inspection, then location should be scored for the on-site inspection.	
N/A	N/A		Presentation	
N/A	N/A		Technical Proposal (if Presentation is required)	
3 pages including cover sheet <b>(No Resumes)</b>	7 pages	19 pages	Total maximum pages for RFP <b>not including key personnel resumes</b>	

# REQUEST FOR PROPOSAL

The Michigan Department of Transportation (MDOT) is seeking professional services for the project contained in the attached scope of services.

If your firm is interested in providing services, please indicate your interest by submitting a Proposal, Proposal/Bid Sheet or Bid Sheet as indicated below. The documents must be submitted in accordance with the latest "Consultant/Vendor Selection Guidelines for Service Contracts" and "Guideline for Completing a Low Bid Sheet(s)", if a low bid is involved as part of the selection process. **Referenced Guidelines are available on MDOT's website under Doing Business > Requests for Proposals.**

## RFP SPECIFIC INFORMATION

BUREAU OF HIGHWAYS

BUREAU OF TRANSPORTATION PLANNING \*\*

OTHER

THE SERVICE WAS POSTED ON THE ANTICIPATED QUARTERLY REQUESTS FOR PROPOSALS

NO

YES

DATED \_\_\_\_\_ THROUGH \_\_\_\_\_

**Prequalified Services** – See page \_\_\_\_ of the attached Scope of Services for required Prequalification Classifications.

**Non-Prequalified Services** - If selected, the vendor must make sure that current financial information, including labor rates, overhead computations, and financial statements, if overhead is not audited, is on file with MDOT's Office of Commission Audits. This information must be on file for the prime vendor and all sub vendors so that the contract will not be delayed.

**Qualifications Based Selection** – Use Consultant/Vendor Selection Guidelines

**For all Qualifications Based Selections**, the selection team will review the information submitted and will select the firm considered most qualified to perform the services based on the proposals. The selected vendor will be contacted to confirm capacity. Upon confirmation, that firm will be asked to prepare a priced proposal. Negotiations will be conducted with the firm selected.

**\*\* For RFP's that originate in Bureau of Transportation Planning only**, a price proposal must be submitted at the same time as, but separate from, the proposal. Submit directly to the Contract Administrator/Selection Specialist, Bureau of Transportation Planning (**see address list, page 2**). The price proposal must be submitted in a sealed manila envelope, clearly marked in large red letters **"PRICE PROPOSAL – TO BE OPENED ONLY BY SELECTION SPECIALIST."** The vendor's name and return address **MUST** be on the front of the envelope. The price proposal will only be opened for the highest scoring proposal. Unopened price proposals will be returned to the unselected vendor(s). Failure to comply with this procedure may result in your bid being opened erroneously by the mail room.

**For a cost plus fixed fee contract**, the selected vendor must have a cost accounting system to support a cost plus fixed fee contract. This type of system has a job-order cost accounting system for the recording and accumulation of costs incurred under its contracts. Each project is assigned a job number so that costs may be segregated and accumulated in the vendor's job-order accounting system.

**Qualifications Review / Low Bid** - Use Consultant/Vendor Selection Guidelines. See Bid Sheet Instructions for additional information.

For Qualification Review/Low Bid selections, the selection team will review the proposals submitted and post the date of the bid opening on the MDOT website. The notification will be posted at least two business days prior to the bid opening. Only bids from vendors that meet proposal requirements will be opened. The vendor with the lowest bid will be selected. The selected vendor may be contacted to confirm capacity.

**Best Value** - Use Consultant/Vendor Selection Guidelines. See Bid Sheet Instructions below for additional information. The bid amount is a component of the total proposal score, not the determining factor of the selection.

**Low Bid** (no qualifications review required - no proposal required.) See Bid Sheet Instructions below for additional instructions.

## BID SHEET INSTRUCTIONS

A bid sheet(s) must be submitted in accordance with the "Guideline for Completing a Low Bid Sheet(s)" (available on MDOT's website). The Bid Sheet is located at the end of the Scope of Services. Submit bid sheet(s) separate from the proposal, to the address indicated below. The bid sheet(s) must be submitted in a sealed manila envelope, clearly marked in large red letters **"SEALED BID – TO BE OPENED ONLY BY SELECTION SPECIALIST."** The vendor's name and return address **MUST** be on the front of the envelope. Failure to comply with this procedure may result in your bid being opened erroneously by the mail room.

**PROPOSAL SUBMITTAL INFORMATION**

REQUIRED NUMBER OF COPIES FOR PROJECT MANAGER	PROPOSAL DUE DATE	TIME DUE
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**PROPOSAL AND BID SHEET MAILING ADDRESSES**

Mail the multiple proposal bundle to the MDOT Project Manager or Other indicated below.

MDOT Project Manager

MDOT Other

Mail one additional stapled copy of the proposal to the Lansing Office indicated below.

<b>Lansing Regular Mail</b>	<b>OR</b>	<b>Lansing Overnight Mail</b>
Secretary, Contract Services Div - B225 Michigan Department of Transportation PO Box 30050 Lansing, MI 48909		Secretary, Contract Services Div - B225 Michigan Department of Transportation 425 W. Ottawa Lansing, MI 48933
Contract Administrator/Selection Specialist Bureau of Transportation Planning B340 Michigan Department of Transportation PO Box 30050 Lansing, MI 48909		Contract Administrator/Selection Specialist Bureau of Transportation Planning B340 Michigan Department of Transportation 425 W. Ottawa Lansing, MI 48933

**GENERAL INFORMATION**

Any questions relative to the scope of services must be submitted by e-mail to the MDOT Project Manager. Questions must be received by the Project Manager at least four (4) working days prior to the due date and time specified above. All questions and answers will be placed on the MDOT website as soon as possible after receipt of the questions, and at least three (3) days prior to the RFP due date deadline. The names of vendors submitting questions will not be disclosed.

MDOT is an equal opportunity employer and MDOT DBE firms are encouraged to apply. The participating DBE firm, as currently certified by MDOT's Office of Equal Opportunity, shall be listed in the Proposal

**MDOT FORMS REQUIRED AS PART OF PROPOSAL SUBMISSION**

**5100D** – Request for Proposal Cover Sheet

**5100G** – Certification of Availability of Key Personnel

**(These forms are not included in the proposal maximum page count.)**

**Michigan Department of Transportation**

**SCOPE OF SERVICES  
For  
INSPECTION & TESTING SERVICES  
As-Needed**

**CONTROL SECTIONS:** 77051, 77091, 77052, 77111, 77041, 77032, 77033, 77052, 77071

**JOB NUMBERS:** 52798, 51056, 79256, 55662, 79051, 79544, 84586, 88249, 88250, 88128, 88070

**LOCATION:** The projects are located on I, US, and M Routes in St. Clair County.

**DESCRIPTION OF WORK:** This Scope of Services is for use on the projects along the I, US, and M Routes in St. Clair County under the construction administration responsibility of the Port Huron TSC in the Metro Region. The specific projects to be worked on will be at the direction of the MDOT Project Engineer Manager (PEM). All invoices submitted by the CONSULTANT will be detailed to show: project control section, job number, dates, hours for each employee on each project, and the graphical data requested in this scope of services.

The CONSULTANT shall provide, to the satisfaction of the Department, as-needed Inspection and Testing Services as generally described herein: inspection; staking; quality control testing and reporting; measurement, computation, and documentation of quantities; reporting and record keeping; and assist in close out of project documentation; for construction work to be performed by the Construction Contractor for a duration as determined by the PEM.

**PRIMARY PREQUALIFICATION CLASSIFICATIONS:**

**Road Construction Engineering  
Bridge Construction Engineering**

**SECONDARY PREQUALIFICATION CLASSIFICATIONS:**

**Aggregate Construction Inspection and Testing  
Bituminous Pavement Inspection  
Bituminous Plant Inspection and Testing  
Construction Staking  
Density Inspection and Testing  
Engineering Assistance  
Portland Cement Concrete Inspection and Testing  
Technical Assistance  
Traffic & Safety Inspection Services**

**Anticipated Start Date: April 2007**

**Anticipated Completion Date: March 2008**

**ESTIMATED CONSTRUCTION COSTS: \$21,000,000**

**DBE Requirement: 10%**

**MDOT PROJECT MANAGER (PEM):**

Ken Holbert, P.E.  
Delivery Engineer  
Port Huron TSC  
2127 11th Ave  
Port Huron, Mi 48060  
Phone (810) 985-5011

### **CONSULTANT SERVICE NOTES**

The following requirements and/or clarifications are in addition to the Standard Construction Engineer service contracts:

1. The projects are on an expedited schedule and the Contractor will be expected to work six days per week and possibly seven days per week. The CONSULTANT must demonstrate they have the qualified personnel available to meet the project schedules for the duration of the projects. All CONSULTANT and sub-CONSULTANT staff shall be shown and be listed by name and responsibility in the organization chart. This chart must clearly define the CONSULTANT, sub-CONSULTANT and the chain of command.
2. The selected CONSULTANT will report directly to the Department's construction staff members at the Port Huron TSC. The Department's construction staff will consist of the Delivery Engineer (PEM), an Assistant Delivery Engineer, staff Engineer, and senior field technicians (Construction Technicians 11 and 12).
3. The Department will be responsible for the administration of these projects for which the CONSULTANT provides supplemental construction engineering services. This solicitation is for "as-needed" services.
4. The fixed fee shall be 11%.
5. The CONSULTANT shall contact the PEM prior to beginning any work on these Projects. CONSULTANT personnel are required to attend any meetings (design, partnering, preconstruction, progress, public, utility, or post construction meetings) as determined by the PEM.

6. The CONSULTANT may be expected to provide the following staff:

<u>Description</u>	<u>Estimated Full or Part Time Staff</u>
Bridge Construction Inspectors	One
Road Construction Inspectors	One to Two
Material & Density Technician	One

The exact number of staff members (full or part time) will be coordinated with and determined by the PEM and will be expected to fluctuate as required by the uncertainties of the construction workload in the Port Huron TSC, the availability of Department construction personnel, and the capabilities of the CONSULTANT supplied staff. CONSULTANT principals/officers will not be included in the budgeted hours and are considered overhead expense. The total hours for this solicitation will not exceed 9500 total hours. The exact distribution of staff for these hours will be coordinated with and determined by the PEM.

#### **CONSULTANT RESPONSIBILITIES:**

The CONSULTANT shall furnish all services and labor necessary to conduct and complete the as-needed Inspection and Testing Services described herein. The CONSULTANT shall also furnish materials, equipment, supplies, and incidentals necessary to perform the Services (other than those designated in writing to be furnished by the Department), and check and/or test the materials, equipment, supplies, and incidentals as necessary in carrying out this work. The Services shall be performed to the satisfaction of the Department consistent with applicable professional standards.

- A. The CONSULTANT's principal contact with the Department shall be through the designated PEM.
- B. The Services described herein are financed with public funds. The CONSULTANT shall comply with all applicable Federal and State laws, rules, and regulations. The CONSULTANT shall perform field operations in accordance with MIOSHA regulations and accepted safety practices. The CONSULTANT shall wear personal safety equipment in accordance with MDOT policy while on the project.
- C. The CONSULTANT agrees to demonstrate knowledge of, and performance in compliance with, the standard construction practices of the Department; the Project construction contract, proposal, and plans; the Standard Specifications for Construction and applicable publications referenced within; the Michigan Construction Manual; the Density Control Handbook, the Materials Sampling Guide; the Materials Source Guide, the Materials Quality Assurance Procedures Manual; and all other references, guidelines, and procedures manuals needed to carry out the work described herein in an appropriate manner.
- D. The CONSULTANT shall notify the PEM, in writing, prior to any personnel starting work and any changes from those specified in the CONSULTANT's original

approved proposal. Any personnel substitutions are subject to review and approval by the PEM.

- E. The CONSULTANT supplied personnel may at any time be requested to train Department staff in addition to their assigned duties.

**For As-Needed Project Inspection, the CONSULTANT shall:**

1. **Ongoing Inspection:** Provide as-needed inspection of Contractor construction work, provide quality control, and confirm substantial conformance with the Specifications, Plans, and Proposal. Arrange with the PEM for non-compliance work to be made whole by the Contractor or to find the non-compliance work acceptable to the CONSULTANT. Inform the PEM of non-compliance work and trends toward borderline compliance.
2. **Soil Erosion and Sedimentation Control:** A MDEQ certified NPDES Storm Water Operator may be assigned to inspect and document the project per the NPDES requirements. Any violations of the NPDES permit by the construction Contractor must be immediately reported to the PEM. Personnel performing inspection on areas where soil erosion and sedimentation control are needed, must have completed the Soil Erosion and Sedimentation Control Training.
3. **Final Inspection:** Make a final inspection of work in conjunction with Department personnel or such portions thereof eligible for acceptance, as soon as possible after notification by the Contractor that the work is completed or after the CONSULTANTs records show the work is completed. Notify the PEM in writing of particular defects to be remedied, if work is not acceptable to the CONSULTANT. Invite the PEM and other Department personnel, as directed by current Department policy, to participate in the final inspection.
4. **Final Acceptance:** Ascertain that the Projects have been performed in accordance with the plans and specifications, or such modifications thereof as may have been approved. Invite the PEM and other Department personnel, as directed by current Department policy, to participate in the final acceptance.

**For Quality Control Testing and Reporting, the CONSULTANT shall:**

1. **Material Testing:** Sample and/or test materials (which may include off-site aggregates and bituminous plant testing) to be incorporated in the work, including but not limited to, concrete quality assurance testing, on site aggregate density testing and reporting, according to Materials Sampling Guide, and reject Contractors work and materials not meeting the Specifications, Plans, Proposal, the Michigan Construction Manual, Materials Quality Assurance Manual, and all other applicable references, guidelines, and procedures manuals. Determine the acceptability of materials found to be in non-compliance. Inform the PEM of non-compliance work and trends toward borderline compliance.

2. **Material Certification:** Make certain that acceptable test reports and material certifications from the supplier have been received for the projects, prior to the incorporation of materials in the work, for materials tested off the Project sites.
3. **Materials Reports:** Submit materials test reports (including, but not limited to Moisture and Density 582B, Inspector's Report of Concrete Placed 1174A, Aggregate Inspection Reports 1900 & 1901, Bituminous QA reports, and Concrete QA reports, etc.) according to the distribution list on a daily basis, within one work day following the testing. The efficiency of the CONSULTANT in getting the "Moisture and Density Determination, Nuclear Method", Form 582B, copy to the Lansing, Density Technology Unit, 8885 Ricks Road, Lansing MI 48909 will be measured by that unit and reported to the PEM.
4. **Testing Personnel:** For aggregate, concrete, density, and bituminous testing, utilize only personnel certified according to current Department requirements. Personnel will be certified on all projects (not just NHS projects).

The concrete testing inspector will be certified as a Concrete Technician Michigan Level I through a program certified by Michigan Concrete Association Board of Examiners or the Michigan Concrete Paving Association.

Any inspector involved in sampling or testing of Hot Mix Asphalt must be a Michigan Qualified Bituminous QC/QA Technician.

Any inspector performing sampling or testing of aggregates must be a current Michigan Certified Aggregate Technician.

Any CONSULTANT personnel performing density testing or handling of nuclear density testing equipment must have completed the Michigan Density Technology Certification Program, and successfully completed radiation safety training and use equipment regulated by the NRC and:

1. Possess a valid license issued by the NRC, or recognized Agreement State, for ownership and use of sealed sources contained within portable nuclear density gauges.
2. Provide the Department Radiation Safety Officer with a copy of the aforementioned license.
3. Comply with all rules and regulations set forth by Title 10 (Energy) and 49 (Transportation) of the Code of Federal Regulations.

Failure of any of the above will be found in non-compliance with the contract.

**For Measurement, Computation, Documentation, and Recordkeeping, the CONSULTANT shall:**



1. **Documentation:** Measure and compute quantities, and provide appropriate documentation of all materials incorporated in the work and items of work completed, and maintain an item record account. The consultant must obtain and be able to use the Field Manager Suite of Software for this project. Contact Info Tech, Inc at (352) 381-4400 or fax (352) 381-4444 or (www.fieldmanager.com) to obtain software and information on training. Since this software will be used on all MDOT projects in the future, the cost of this software can not be charged as a direct expense for this project. Consultants must keep their version of the Field Manager Suite of software current with the version being used by MDOT."
2. **Insufficient Tested Materials:** Track insufficient tested materials and notify the PEM and/or the Department office technician(s) on a bi-weekly basis.
3. **Maintain As-Constructed Plans** for the projects, showing any field changes, final utility locations, substantial quantity changes, etc. Verify the As-Constructed Plan information that is required to be provided by the Contractor as required by the PEM. The PEM shall be contacted to determine which projects require the as-constructed plans and to coordinate the level of work required for each project. The PEM may request assistance in developing as-constructed plans for other projects in the Metro Region.
4. **Reports-CONSULTANT Generated:** Prepare such periodic, intermediate and final reports and records as may be required by the Department and as are applicable to the Project, which may include, but are not limited to:
  - a. Inspectors Daily Reports
  - b. Work Orders (Form 1137)
  - c. Construction Item and Tested Material Records
  - d. Transfer of Tested Materials (Form 1178)
  - e. Monthly Report on Material Inspection (Form 1158)
  - f. Moisture and Density Determination Reports (Form 582BM)
  - g. Inspector's Report of Concrete Placed (Form 1174A-M)
  - h. NPDES Storm Water Operator Reports (Form 1126)
  - i. Labor Compliance, such as the Weekly Employment and OJT Report (Form 1199)
  - j. Mechanical Analysis (Form 1901)
  - k. Meeting Notes as required,
  - l. Bi-Weekly Construction Progress Report (Form 1102A) and Weekly Statement of Working Days Charged (Form 1116), if applicable
  - m. Force Accounts
  - n. Contract Modifications (Recommendation / Authorizations)
  - o. Extension of Time and Liquidated Damages (Form 1100A)
  - p. Contractor Evaluation (Form 1182)
  - q. Reduction in Reserve, and
  - r. Other records and/or reports as required for the Project by the PEM and/or as required by Specifications, Plans, Proposal, the Michigan Construction

Manual, the Materials Sampling Guide, and other applicable references, guidelines, and/or procedures manuals.

5. **Reports-Contractor Generated:** Provide the PEM and assist in the review, process, and/or approve Construction Contractor submittal of records and reports required by the Department as applicable to the projects which may include, but not limited to:
  - a. Working Drawings
  - b. Weekly Employment Reports, Certified Payrolls (Form 1199)
  - c. Contractors claims for additional compensation and extension(s) of time, and
  - d. Other reports and records as required for the individual Project by the PEM.
6. **Project Files:** Provide all necessary files to the Department personnel for the Department to maintain project files in accordance with the MDOT File Manual and Departmental procedures, to supply to the Department for the project files. Project files will be maintained in the Port Huron Transportation Service Center by Department office personnel. The CONSULTANT shall copy select correspondence and documentation which require the PEM attention or action.

**For Finaling All Project Documentation, the CONSULTANT shall:**

1. **Final Measure and Summarize:** Final field measure applicable items of work. Prepare final summaries for applicable items of work.
2. **Project Review/Certification:** Participate in and make recommendation to resolve items determined to be insufficient during the Departments review(s) of project records prior to submittal of the Final Estimate.

Within 30 calendar days of the actual project completion date, the project records shall be submitted to the Department to prepare for the Final Records Review.

3. **Final Documents:** Assist the Department in preparing the Final Estimate, Final Quantity Sheets, Final Marked As-Constructed Plans, and the Design/Construction Package Evaluation (Form 285-2).

**MDOT RESPONSIBILITIES:**

- A. The PEM shall furnish to the CONSULTANT Project-specific construction contracts, proposals, plans, plan revisions, written instructions, and other information and/or data as deemed necessary by the PEM for the Services required herein.

- B. The Department shall furnish off-site aggregate testing, off-site inspections and tests of steel, cement, bituminous mixture designs, sewer and drainage pipe, structural steel, prestressed girders and beams, traffic signs, and any other materials customarily tested in the Department laboratories with its own forces or by statewide contracts. The customary testing is described in the Materials Quality Assurance Manual with exceptions noted within the Specifications, Plans, and Proposal. The CONSULTANT may be asked to assist in the sampling and transportation of all the materials (including off-site) to be tested by Department personnel.
- C. The PEM shall provide general monitoring and quality auditing inspection of the projects to assure that the projects have been completed in reasonable conformance with the plans and specifications for Project Acceptance and to determine that the work performed to date by the CONSULTANT for Services rendered is reasonable and appropriate before approving the CONSULTANT's requests for progress payments.
- D. The Department shall provide the bituminous plant inspection required for Quality Assurance and will submit the applicable QA test reports to the PEM. The CONSULTANT may be requested to analyze and recommend any further action. The CONSULTANT shall be requested to assist with on-site bituminous inspection required, including, but not limited to, locating the required Quality Assurance loose samples and cores, coordinating with the Contractor regarding this sampling, and transporting these samples.
- E. The Department shall perform any necessary soil borings and subsurface investigations throughout the project.
- F. The PEM and/or other Department staff will arrange and conduct the Preconstruction and weekly progress meetings and prepare and distribute the meeting minutes. The CONSULTANT shall be requested to assist with these duties as deemed necessary by the PEM.
- G. The Department may have a Contractor supplied site office for use by the CONSULTANT and Department personnel on specific sites. The primary office site for CONSULTANT personnel shall be the Port Huron TSC at areas designated by the PEM.

#### **PAYMENT SCHEDULE**

Compensation for this Scope of Services shall be on an actual cost plus fixed fee basis.

#### **CONSULTANT PAYMENT:**

All invoices/bills for services must be directed to the Department and follow the 'then current' guidelines found on MDOT's Bulletin Board System. This document contains

instructions and forms that must be followed and used for invoicing/billing; payment may be delayed or decreased if the instructions are not followed.

Payment to the CONSULTANT for Services rendered shall not exceed the "Cost Plus Fixed Fee Not to Exceed Maximum Amount" unless an increase is approved in accordance with the contract with the CONSULTANT. All invoices/bills must be submitted within 14 calendar days of the last date of services being performed for that invoice.

Direct expenses will not be paid in excess of that allowed by the Department for its own employees. Supporting documentation must be submitted, with the invoice/bill, for all billable expenses on the Project. The only hours that will be considered allowable charges for this contract are those that are directly attributable to the Construction.

Engineering activities of this Project: Hours spent in CONSULTANT administrative, clerical, or accounting roles for billing and support, are not considered allowable hours; there will be no reimbursement for these hours.

Reimbursement for overtime hours will be limited to time spent on any combination of projects assigned to the PEM in excess of forty hours per week, in a Sunday through Saturday week (no other combinations). Overtime worked is not required to be paid unless the PEM approves it before the overtime is worked. It is expected that overtime hours will be required on the projects. Overtime worked without the prior knowledge and approval of the PEM is justification for non payment for the overtime worked. The maximum amount of overtime allowed by any CONSULTANT staff on this solicitation is twenty percent (20%) of the total hours worked. Any variations to this rule should be included in the price proposal.

The hours billed for the inspector will not begin until the inspector reports to the project site, the Port Huron TSC office, or the project site office. Timesheets shall be submitted to the PEM biweekly for approval by signature and a copy provided to the PEM, after PEM signature.

In addition to the above requirements, when each CONSULTANT bill/invoice is submitted, the following table will be required:

- Construction contract time elapsed to date (percent vs. total construction contract time)
- Construction contractor revenue earned to date (percent vs. total construction contract value)
- CONSULTANT billings to date (percent vs. total CONSULTANT contract value)

In addition, a graph of these three parameters will be required on a monthly basis. The X-axis shall have true calendar time as its ordinate and the Y-axis shall have all three

percents plotted. The limits of the Y-axis shall be zero to 110. Prior to submitting the first CONSULTANT invoice, the PEM shall approve the format of the table and graph.

This scope is for “as-needed” services, as such, the hours provided are only an estimate. The Consultant will be reimbursed a proportionate share of the fixed fee based on the portion of these hours in which services have been provided to the Department. The fixed fee allowed for this project will be 11.0%.